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ABSTRACT

The six papers in this collection were presented at three sessions. The three presented to the Division of Management and Technology are listed first: (1) "The RLG (Research Libraries Group) Preservation Program and RLIN (Research Libraries Information Network) System Support" (Patricia McClung and John Haeger, United States); (2) "Problems of a Register of Microform Masters in Europe" (Heiner Schnelling, West Germany); (3) "The Role of Conspectus in Scottish Libraries" (Henry Heaney, United Kingdom); (4) "Library Associations: Strategies for the Future" (Philip Gill, United Kingdom); (5) "Centralized Library Services" (Jan Gumpert, Sweden); and (6) "Centralized Services for Libraries" (W. DeCeuster, Belgium). The fourth paper was presented at the Round Table for the Management of Library Associations, and the remaining two at a joint meeting of the Round Table for the Management of Library Associations and the Round Table of National Centres for Library Services. (CGD)

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DIVISION OF MANAGEMENT AND TECHNOLOGY

Session: 74 Monday 13.00 - 14.15

The RLG preservation program and RLIN
system support (125-MAN-1-E)

Patricia McClung
John Haeger
Research Libraries Group
Stamford USA

Problems of a register of microform
masters in Europe (126-MAN-2-E)

Heiner Schnelling
University Library
Constance Federal Republic of Germany

The role of Conspectus in Scottish
libraries (127-MAN-3-E)

Henry Heaney
University of Glasgow
Scotland UK

ROUND TABLE FOR THE MANAGEMENT OF LIBRARY ASSOCIATIONS

Session: 113 Tuesday 15.00 - 16.30

Library associations: strategies for
the future (105-RTMLA-3-E)

Philip G Gill
Warwickshire County Library UK

Division of Management and Technology
Division of Libraries Serving the General Public

ROUND TABLE FOR THE MANAGEMENT OF LIBRARY ASSOCIATIONS

ROUND TABLE OF NATIONAL CENTRES FOR LIBRARY SERVICES

Joint Meeting

Session: 146 Wednesday 10.30 - 12.00

Centralized library services
(30-RTMLA-1/ROTNAC-2-E)

Jan Gumpert
Bibliotekstjänst
Lund Sweden

Centralized services for libraries
(31-RTMLA-2/ROTNAC-3-E)

W De Ceuster
Library Centre of Flair
Belgium

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The RLG Preservation Program and RLIN System Support

Patricia McClung and John Haeger, *Research Libraries Group, Stamford, USA,*

ABSTRACT

Since 1980, the Research Libraries group, a consortium of American research libraries, has sought to encourage cooperative solutions to the enormous challenge of preserving deteriorating library materials. Of primary importance in all its endeavors is the Research Libraries Information Network (RLIN), the automated bibliographic system that supports its programmatic efforts in collection management and development, shared resources, technical services, as well as in preservation.

Underpinning RLG's cooperative preservation efforts are several special features of RLIN. These system enhancements highlight the existence of preservation information in bibliographic records in RLIN, such that the location of microform masters, as well as preservation microfilming work-in-progress, is very easy to determine in a simple on-line search. Generous grants have enabled RLG to take advantage of these special features by mounting ambitious projects to convert thousands of records for master negatives to machine-readable form, as well as to microfilm more than 50,000 titles, primarily American imprints.

The Research Libraries Group was founded in 1974 to facilitate access to information through cooperative activities in support of research and scholarship. One of the first steps taken by the four founding members — Harvard, Yale, and Columbia Universities and the New York Public Library — was the development of a computer-based bibliographic processing system which would support RLG programs in cooperative collection management and development, shared resources among the participating institutions, preservation of deteriorating library materials and, underpinning these, bibliographic control. That system, the Research Libraries Information Network (RLIN), now consists of over 24 million bibliographic records and is growing at a rate of 5.5 million records per year. RLG itself is presently owned by 36 large American research libraries, all of which participate in RLG's cooperative programs, along with more than 40 special and associate member institutions who have joined RLG to participate in one of its special subject programs: art and architecture; East Asian studies; law; medical and health sciences; music; and archives, manuscripts, and special collections.

In 1974 most large research libraries were just becoming aware of the extent and severity of the preservation problems in their collections. As the grim outlines emerged, however, it was clear that institutions would need to find cooperative solutions to the enormous challenge of preserving their historical collections for future generations. To facilitate this cooperation, RLG obtained a planning grant from the National Endowment for the Humanities in 1980. This helped prepare the groundwork for a number of important program efforts. In addition to completing an assessment of members' preservation needs and developing two project proposals, the first edition of the *RLG Preservation Manual* was produced. Now in a second edition, this RLG "best seller" describes the program's goals and projects, and documents system features as well as the guidelines and specifications applied to the preservation microfilming projects.¹

RLG's first preservation project involved modification of the RLIN system for three purposes: to highlight the presence of microform records, increase the ease of searching for microform master negatives, and carry information about member decisions to film items for preservation. These system enhancements were designed to alleviate a problem which has plagued all previous preservation microfilming efforts: the difficulty of finding out if a master negative microfilm already existed for a particular title.

Unlike most other network-based bibliographic systems, RLIN employs no "master-record" concept. If the same bibliographic item is cataloged by more than one institution, the system retains, permanently and in full, a separate record for each institution. While this architecture was originally intended to allow RLIN users to maintain their machine-readable catalog records on RLIN, a function now increasingly relegated to local systems, it has the useful ancillary

benefits of accommodating copy-specific bibliographic information and preservation data, and retaining full local holdings information for interlibrary loan. To prevent multiple records for a single item from muddling search results, the RLIN data base was also "clustered" such that all records for the same item are stored together logically, and one record in each "cluster" is designated as the "primary cluster member" or PCM. (The PCM is determined automatically and algorithmically. It is an LC-MARC record whenever one exists, or the fullest and most complete member-created record when no LC record is available.) Clusters and individual records within clusters can be displayed in a variety of ways. The MULTIPLE record display, which appears automatically whenever a search retrieves a result greater than one, shows, for each cluster, only author, title, imprint and holding library/ies. The PRIMARY display evokes a card-like version of the PCM for any cluster, plus a columnar list of holding libraries. LONG and FULL can be used to view, in full, any record in a cluster.

In 1980, using funds from the Andrew W. Mellon Foundation made available to RLG through the New York Public Library, the RLIN "MULTIPLE" and "PRIMARY" record displays were revised such that the location symbols for institutions owning a microform of a particular title were flagged with asterisks surrounding a code for the microform's generation (e.g. an "a" after an institution's symbol indicates it holds a master negative of the title, "b" indicates a duplicate negative, and "c" signals a service or use copy). These codes make it possible for the system user to proceed directly to the owning institution's full bibliographic record of the film, rather than to browse through every existing record for the title looking for one in microformat.²

Another system change involved the addition of a field in the bibliographic record designated to signal the intention to microfilm a particular title. Called the Queuing Date or "QD" field, it allows an RLIN user to enter the date a decision was made to film a book or journal in its collection. (Members agree to film queued titles within one year.) This information is also highlighted in the online primary and multiple displays, where a plus sign (+) appears after the institutional holdings code. Even in a brief record it is possible for a searcher to discern quickly that an institution intends to film the title. This capability, which all RLG members have agreed to employ, minimizes the likelihood that two institutions will inadvertently film the same title. Given that approximately 25-35% of the more than 104 million volumes in RLG collections are brittle and in an advanced state of deterioration, and that it costs between \$50 and \$100 a volume to produce a preservation microfilm and catalog it, the simple avoidance of duplication has enormous payoff. The database architecture of the RLIN system is especially well-suited to the recording of preservation-related information, including information on preservation work-in-progress.

Once the special system features were in place, RLG turned its attention to a project designed to capture information about existing microforms in RLIN. Historically microforms account for a significant percentage of library cataloging backlogs. Even when catalog records existed for microforms, few had been converted to machine-readable records. In 1982, again with funds from the National Endowment for the Humanities, eleven RLG members undertook a project to convert records for master negatives into machine-readable form, in RLIN. All told, 22,512 records for member-produced master negatives were added to the data base during the two-year period. As part of the project RLG produced a microfiche edition of all of the microforms in the RLIN data base, as well as all records which included queuing dates. Now produced on an annual basis, the *RLG Preservation Union List* makes this information available to institutions that do not have access to RLIN. In its latest edition, the microfiche includes more than 73,000 records, 19,000 of which are queued titles.

This modest enhancement of the data base has been accompanied and followed by other efforts to maximize microform data in RLIN, and thus to reduce the number of tools which must be separately consulted to ascertain whether a title exists on film. RLG has concluded agreements with the OCLC bibliographic utility to exchange preservation records, and about 50,000 OCLC records have now been added to RLIN. In addition, microform records have been exchanged with the British Library, and will be loaded shortly. RLG and the Bibliothèque Nationale (Paris) have agreed to explore the conversion of BN microform records into machine-readable form. The Association of Research Libraries has obtained funds from National Endowment for the Humanities and the Andrew W. Mellon Foundation to convert the *National Register of Microform Masters* (NRMM) into machine-readable form; RLG hopes to acquire and load those records in due season too.

Capitalizing on the enhanced and expanded RLIN database, in 1983 RLG embarked on the first phase of its Cooperative Preservation Microfilming Project. With \$1.35 million funded in equal parts by the National Endowment for the Humanities and the Mellon

Foundation, eight institutions filmed and cataloged on RLIN more than 30,000 "endangered" monograph titles. Initially RLG decided to focus its efforts on American imprints published from 1876 to 1900. RLG selected this initial target both because it acknowledged a special responsibility for preservation of materials published in and about the United States, and because studies have shown that materials in this category are among those in the most deteriorated condition. Subsequently, in September 1986, nine institutions (including five of the original participants) began the second phase of RLG's Cooperative Preservation Microfilming Project. Continuing to focus on Americana, this phase expanded the target to include imprints published as early as 1870 and as late as 1920, and also added serial and journal formats. A project involving so many research libraries filming in overlapping subject areas would have been impossible without the special features of the RLIN system.

In addition to the work of the Preservation Committee, the subject programs of RLG have also begun to develop preservation projects. The first one to get off the ground was launched by the East Asian Program Committee to film brittle Chinese materials published between 1880 and 1949. Although the preservation problem is known to be severe for virtually all modern East Asian imprints, the Committee focused first on late 19th and early 20th century Chinese materials because of the particular collection strengths of some RLG members, and also because it is believed that many of the materials to be preserved might be held only in North America. As with other cooperative filming projects, this one utilizes the special features of RLIN for sharing information about filming activities. In this project, participants also take advantage of other special features of RLIN which provide the ability to catalog bibliographic records in the Chinese, Japanese, and Korean vernacular.

Other subject program preservation projects are being planned for art and architecture journals, as well as archival and manuscript materials. In addition, the Preservation Committee, along with the Collection Management and Development Committee, has been planning a new large scale cooperative filming effort, capable of being coordinated even beyond the RLG partnership, perhaps even on an international scale. In the initial stages this nascent project has focused on developing a preservation selection methodology. One of the biggest challenges in expanding cooperative efforts beyond the reasonably well-defined and manageable Americana subject areas is deciding how to apportion responsibility for a wide range of subject areas, while ensuring that the strongest possible collections are preserved.

Underpinning this effort is another of RLG's on-line bibliographic tools: the RLG Conspectus.

The Conspectus, a special data base within the RLIN system, is used to describe members' existing collection strengths as well as current collecting levels. Based primarily on ranges from the Library of Congress classification schedule, members assign to specific subject fields values from 0 to 5 (with 5 as the most comprehensive) that represent collection development levels, both historical and current.³ The Conspectus was created in order to enable institutions to communicate information about their collections in standardized terms, and to make local decisions based on other members' collections. Now it can also be used to relate collection policy to preservation policy through a special feature called Preservation Scope Notes.

As the number of research libraries participating in major preservation projects has increased, so has the need for a mechanism to identify and track these various efforts. The preservation Program Committee, working with RLG Central Staff, developed a format for Preservation Scope Notes which allow descriptions of significant preservation projects — underway, completed, or planned for the future — to be included within the Conspectus. These notes are indexed extensively to facilitate retrieval by key word or Conspectus category.

In all of its cooperative endeavors RLG is interested in learning about related projects in other parts of the world, and where applicable, gaining access to pertinent machine-readable data. In particular, as the cooperative filming projects expand beyond American imprints, it is increasingly apparent that the available information about other microfilming efforts is inadequate and probably does not reflect the amount of preservation activity going on in the international community. RLG is interested in any information of preservation microfilming projects and their bibliographic control — past, present, or future. In addition, RLG is anxious to obtain machine-readable records of microform holdings or to facilitate conversion of such records to machine-readable form whenever possible. RLIN may be uniquely suited to the easy retrieval and display of preservation information both for intramural projects and to support other efforts worldwide.

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2. For further background, see Gail Persky, "The Mellon Microform Master Project at the New York Public Library." *Microform Review* 13 (Winter 1984), pp. 11-16.
3. For more information the history and development of the Conspectus, see Nancy Gwinn and Paul Mosher, "Coordinating Collection Development: The RLG Conspectus." *College and Research Libraries* 44 (March 1983), pp. 128-140.

126-MAN-2-E

Problems of a Register of Microform Masters in Europe

Heiner Schnelling, *University Library, Constance, Federal Republic of Germany*

ABSTRACT

In 1985, LIBER (Ligue des Bibliothèques Européennes de Recherche) decided to launch a European Register of Microform Masters. The paper describes the aims, scope and form of the planned register. It summarizes the results of a survey among LIBER libraries on the feasibility of the project in 1986 and comments on the problems that have so far prevented LIBER (or, apparently, anyone else) to start working on a European register.

In 1985, LIBER (Ligue des Bibliothèques Européennes de Recherche) decided to launch a register of microform masters held by European research libraries. From the beginning, LIBER has been encouraged by the Council of Europe which also confirmed financial support for this project.

The idea of having microform masters registered is not new. Neither is, probably, the proposal to borrow the idea. A register of the intended kind proved feasible in the USA. The [US] National Register of Microform Masters (NR) was launched in 1965. Until 1983 annual registers were published in book form; since then, microforms have been reported in the National Union Catalogue, being published on fiche itself.

To a certain extent, American ideas and strategies will have to be copied and applied to the European situation. This includes, first of all, the concept of "microform masters" itself. It refers to microforms (film or fiche) employed by their holders (not by users) to make duplicates or xerox copies; these copies must be available at any time and at reasonable prices. As for the US register, it was made essential that microforms to be registered as masters met the American National Standards Institute (ANSI) requirements regarding film quality and permanence as well as the Library of Congress regulations on completeness, collation, image placement, reduction ratio etc. This applied for microforms made available by commercial publishers and non-profit institutions. In order to sustain efforts devoted to the preservation of micro materials, the US register also attempted to identify those masters meeting the requirements for preservation of the nation's intellectual heritage. In addition to the standards already referred to, it was essential for "Master Preservation Microforms" to be stored in temperature controlled, fireproof spaces and to be owned by non-profit institutions (such as research libraries).

LIBER is well aware that the American achievements are still quite ahead of present European possibilities. The reasons to launch a European Register of Microform Masters (ER) nevertheless may be evident with respect to (a) the practicability of the American model, (b) the critical analysis of present preservation requirements in European libraries, as well as (c) prevailing document supply and interlibrary lending. It is virtually impossible to obtain old and/or precious items, notably from endangered collections such as newspapers, via interlibrary lending. All the readers can reasonably expect are reproductions. The ER, will, if anything, improve the availability of microforms, provide access to collections otherwise in- or hardly accessible, reduce the number of reproductions made directly from the originals, and accelerate the supply of reproductions at costs significantly lower for everybody involved.

The ER is intended to register microform masters of monographs (including theses, pamphlets, serials, newspapers, manuscripts and quite possibly grey literature. Archival material, however, will probably not be included. Newspapers and manuscripts seem essential, since

they point unmistakably to the shortcomings of present literature supply and to the urgency of preventive filming. To avoid copyright problems, a time limit is being considered, excluding microforms of material published later than 1900. Limiting the register to explicitly historical material might also facilitate cooperation with projects devoted to preservation of collections and bibliographic controls of microforms.

The register should be presented in two supplementary forms. First, annual registers are to be published, listing masters produced or reported in the respective year; second, all bibliographic data may be culminated in a database. As for the organizational planning it is thought of having the bibliographic data of microform masters reported to a European centre, possibly a department of one of the libraries of the European institutions. Short-title entries might suffice, plus locations and prices for microform duplicates or xerox copies. Of course, all that LIBER can do with respect to availability and fees is to appeal to libraries to charge as reasonably and to deliver as rapidly as possible.

To introduce the project idea to LIBER libraries and to gain some empirical evidence on such crucial issues as the number of masters actually held and currently produced, a survey was made among LIBER libraries in 1986. Based on a questionnaire, the survey mainly attempted to evaluate (1) the willingness of member libraries to cooperate in such a project, (2) present holdings and annual increase of microform masters, (3) preference of film or fiche as well as standards of microform production and storage, (4) types of microform collections, (5) microform policy (for instance, preservation programs), (6) present and future bibliographic control of microform masters.

Questionnaires were returned by 56 libraries, that is more than a third of the LIBER members. Among these libraries were the national libraries of Austria, Finland, France, Italy (Rome), Netherlands, United Kingdom (plus Wales), Switzerland, and W. Germany.

41 libraries are holding microform masters, but 6 only hold masters of material published after 1900. 15 libraries do not hold masters and are apparently not going to acquire them. 38 libraries (including the national libraries mentioned) welcomed the idea of a European Register and expressed their willingness to cooperate. Only one library holding masters declined explicitly (for staff and budget reasons), while another, presently only being about to have microforms produced, expressed an urgent demand for the planned register. The number of libraries prepared to cooperate also includes some with microform masters of important post-1900 material. Therefore, the provisional deadline of 1900 may have to be reconsidered.

As could be expected, the figures reflecting present stock and annual increase of microform masters vary considerably, from 18 or a few dozen to 70,000 or even 160,000. The same applies, obviously, for the annual increase, ranging from "very little" to some 20,000. The stock of microform masters held by these libraries amounts to some 430,000. This single figure may confirm the increasing importance of microform masters. The statements on the number of copies made annually from these masters remained inconclusive. As for the preference of microform material, film is exclusively chosen by 19 libraries, fiche only by 4. In 6 libraries, the choice depends on the material to be stored, with film being preferred for newspapers and manuscripts, and fiche for book material. National standards are observed for microform production. Only sparse remarks were made on the respective standards for microform storage.

Most collections of microform masters reported in this survey consist of manuscripts and newspapers (mainly of regional provenance, often received as deposit copies). Dissertations are also important, but the libraries only have masters of dissertations accepted by their parent universities. Apart from one library, this applies for dissertations submitted after 1900. Almost a dozen libraries have special collections stored on microform, revealing again regional emphasis, but also including items as varied as printed music, German exile literature, library and information science, maps, parliamentaria, or history of engineering. Of course, this can only indicate the possible variety of special collections in microform held by European libraries.

In 21 libraries preservation programs (mainly concerning the collections mentioned above) are being pursued, which differ in comprehensiveness and progress. 7 libraries produce microform masters only to meet precise demands of their users. The rest did not comment on this issue.

In most cases, bibliographic control is limited to in-house catalogues of the libraries themselves, except for W. Germany, where newspapers in microfilm are being reported to the Mikrofilmarchiv der deutschsprachigen Presse (Dortmund), and microforms of monographs are accounted for in regional online of COM union

catalogues (in the federal states of Hesse and Bavaria), as well as the UK, where a national register is about to be launched by the British Library (there are also plans for nation registers in France and Italy).

This survey may, if still tentatively, confirm that there is a demand for a supra-national register. At the moment (April 1987) the project could be started, provided a sponsor is prepared to meet the financial, administrative, and computational requirements the ER would involve, referring both to initial and to subsequent costs. It remains to be seen whether this project can be liaised with related projects concerning bibliographic control of microforms.

127-MAN-3-E

The role of Conspectus in Scottish Libraries

Henry Heaney *Librarian and Keeper of the Hunterian Books and MSS, University of Glasgow, Scotland, UK*

ABSTRACT

In Scotland, the National Library, the eight university libraries and the two major public reference libraries have been applying Conspectus to their collections, anticipating another project to link their catalogues on-line. Conspectus will help by indication the strongest collections in different subject areas. The work-load was equivalent to one-person year per library. Expansions were made for particular Scottish emphases but they permit future integration into a possible international database. Colleagues from other European countries have sought information on the Scottish experience. (A quarterly newsletter is distributed free by the National Library.) It is hoped that a European Conspectus database will be developed.

The eleven largest libraries in Scotland began to apply Conspectus to their collections in November 1986. They aim to complete the survey in August 1987 and publish the results before the end of the year.

History

The idea to adopt Conspectus in Scotland developed from a proposal by the Principal of one of the eight Scottish Universities at the annual Conference of Courts (the governing bodies of the Scottish Universities) in June 1985. He urged that their libraries should develop ways of co-ordinating activities to ease the problems of under-funding. A Working Group on Acquisitions already existed in Scotland, under the aegis of the National Library, to exchange information on expensive purchases with the eight university libraries and the two large public reference libraries in Edinburgh and Glasgow. This Group examined the proposal and responded in March 1986 with a scheme to link access to their on-line catalogues over a network and to survey their holdings using Conspectus as a way of indicating the strongest collections on particular subjects within the network and thus those most likely to yield a successful search. Other expected benefits from Conspectus were as a guide to collaboration in preserving collections and in identifying gaps in subject coverage which should be remedied. All eleven libraries agreed to participate in the programme and gained the approval of their governing bodies in May 1986.

Background

Some of the eleven had already considered Conspectus individually. The Librarian of the National Library knew that the British Library was adopting the technique. The Librarians of Edinburgh and Glasgow Universities had seen it in operation when they visited the Research Libraries Group at Stanford in 1984 and heard David Stam's paper at the Chicago IFLA meeting in 1985. 'We knew that adaptations would be needed, especially in its treatment of Scottish topics. We read that the Canadian Association of Research Libraries had made adaptations to suit their needs within the North American Collections Inventory Project and that the British Library had negotiated more changes. To benefit from their experience, we invited Jeffrey J. Gardner of the Association of Research Libraries and Mary Jane Starr (National Library of Canada), who co-ordinated the Canadian programme, to join two representatives of the British Library and lead a training workshop for staffs from the eleven libraries at the National Library in October 1986.

Organisation

By then, administration for the project was established. The original Working Group appointed a Conspectus Steering Group. The National Library provided the Secretariat and made a member of its

staff available as part-time Co-ordinator. The other libraries each nominated a chief conspector. The first quarterly *Newsletter*, including a timetable for the surveys, was issued.²

Thirty people attended the two-day Workshop which first reviewed the North American achievements. The British Library representatives brought an advance copy of the results of their *Conspectus*³ and discussed their experience. During practical sessions the participants applied *Conspectus* to a library collection, reporting the results and reviewing the problems. To maintain momentum and deal quickly with unanticipated questions of policy, the Steering Group agreed to hold regular meetings with the chief conspectors. We emphasised from the start that the work must continue at a fast pace within the timetable and that time-consuming validation studies should be undertaken only when a grading was really in doubt.

Progress

Extra worksheets were prepared for subjects which needed more detailed Scottish treatment. Expansions were inserted as extra sheets without altering the order within the standard worksheets to make it easier to add the Scottish *Conspectus* to any future international database. We have been surprised by the uneven coverage of the worksheets. A North American emphasis can be adjusted from a European standpoint when necessary but some subjects are examined in greater detail than others. Anatomy and Physiology are each represented by a single heading but Nursing has several. I could give many other examples. The North American Collections Inventory Project's revisions of the original worksheets should be ready before the end of 1987. Scotland will not wish to update its records again so soon but we have agreed that they will be held by the National Library and can be updated piecemeal by a participant at any time.

Demands

We have carefully noted the number of staff and amount of time occupied in each library completing the worksheets. Even in a multisite library of 1½ million volumes the work-load is equivalent to no more than one person-year. The work-load will be less in smaller libraries with fewer subjects but, of course, they will have less staff time to make available.

The future

The Scottish libraries are collaborating with the British Library to promote *Conspectus* among libraries throughout the United Kingdom and Ireland. We have shared our experience with colleagues from several other European countries. We look forward to the widespread and co-ordinated adoption of *Conspectus*, suitably adapted, in Europe and hope that the combined results will be made publicly available in database form just as the original *Conspectus* is mounted on RLIN.

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2. *Conspectus in Scotland Newsletter* 1- Edinburgh, National Library of Scotland, 1986- (quarterly, distributed free).
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105-RTMLA-3-E

LIBRARY ASSOCIATIONS : STRATEGIES FOR THE FUTURE

PHILLIP G. GILL, *Deputy County Librarian,
Warwickshire County Library, Uk*

ABSTRACT

Strong external factors affect the development of libraries and the skills required by librarians and information workers. They also impact on the objectives of library associations and their abilities to attain them. The Library Association appointed a Working Party to determine its future role in the changed context. It recommended closer unity between libraries and information workers and that the

Association should be hospitable to both groups. The Charter, bye-laws and objectives of the Association have been revised. It is important to maintain the momentum for change providing services and activities ensuring the Associations's relevance to the profession.

To tell an audience of librarians that we and our organisations live in a changing world is to state the obvious. But that must be the starting point for what I want to say about the future development of library associations. I shall outline briefly what some of those influences for change are, examine their impact on library associations, look at the recent debate in the Library Association about its future role and suggest how associations might develop in the future.

Libraries of all types and at different stages of development are trying to come to terms with change. The most obvious change we face is the dramatic growth in the availability of information and the radical changes in the way information is recorded, stored, communicated and manipulated. Not long ago librarians were constantly having to promote the importance of information. Now we are in danger of being swamped by it and by the demand for it. Information, which has been our staple diet for a very long time, is now the cuisine of everyman, a high profile concept dramatically advanced in public awareness. Complex information systems are now available, not only to organisations, but also to individuals. Computer skills and awareness have become vital for the successful development of library services and we are becoming used to people with new skills and from different disciplines working alongside the professional librarian, contributing equally to library and information services.

There are other changes affecting libraries. In many countries there have been changes in the make-up of the labour force, greater leisure time resulting from shorter working hours, more early retirement and, sadly, in some countries a considerable increase in unemployment. There is a wider consciousness of the needs of special groups, for example, minority cultures and disabled people. The increasing sophistication of television and other media, videos, compact discs and cable television, all influence the public expectation of library and information services. Because of the complexity of modern society, the demand for information and advice services has grown rapidly and new agencies offering these services are being developed, often with voluntary staff with relatively short periods of training. The success of many of them is evident and they have filled a gap left by librarians' reluctance to move from providing information to giving advice.

New educational methods, the development of techniques of distance learning, television universities, the growing demand for re-training and the emphasis on work experience for young people have also made their mark.

These developments are having a significant influence on the direction of service development, on the demands made by users and on the skills required by library personnel. They also present library associations with a direct challenge. Let me suggest what the primary objectives of a professional association are:

To promote library and information services

To represent the interests of its members to governments and other institutions and to the community at large.

To bring together all those involved in libraries and information

To facilitate the exchange of information within the profession on a formal and impersonal basis.

To enhance the level of professional education to all levels and at all stages of career development.

There are other objectives, but these are perhaps the most fundamental. Their achievement is affected by the context in which library services and librarians operate and, as that alters, the associations have to be ready to change to meet the new situation. Such an adjustment poses several questions.

What should be the membership base of a library association? There are a number of alternative models. One is a single association encompassing all aspects of library and information work, allowing groups with special interests some independence within the overall organisations. The converse is to limit membership to specific employment groups, e.g. public librarians, information scientists, university librarians, resulting in a number of separate organisations. The other alternatives are in the spectrum between these two extremes.

The consequence of the first will be that the membership will include information workers and others who may not have been educated as librarians or information scientists.

Information services have increased rapidly, particularly in the private sector. They sometimes compete directly with publicly funded services in an atmosphere where every commodity, including information, is for sale. Can these services and those in the public sector be promoted and represented effectively without causing irreconcilable policy conflicts? Discussion in the profession in the UK

regarding the concept of information as a marketable commodity was lengthy and heated, making an agreed policy statement difficult to achieve.

Where library associations are involved in professional education either directly by providing courses and examinations or indirectly by accrediting courses provided by others, can the new subjects and disciplines now required in library and information work be included without losing the cohesion of professional educations entirely? Can the structure of professional education adjust to the new methods of learning, modular and part-time courses and distance learning?

With the growing demand for continuing education comes the concept of renewing professional qualifications. Someone who left librarianship ten years ago and now wishes to return to their career needs to undergo extensive re-training to equip them for the new information world. With a considerable number of librarians leaving and re-entering the profession will the association be able to provide them with opportunities to re-equip themselves for their return? A whole-hearted commitment to continuing education will make demands to the resources of even a wealthy association.

Can associations continue to expect the loyal membership of a major proportion of professionals working in the field? Membership of professional body is usually a matter of individual choice and there will be competing claims by other organisations. If library associations cannot demonstrate their relevance and importance to those whom they claim to represent, they will lose members, income, influence and, in the worst case, their existence.

These issues are amongst those we have tried to face in the Library Association and I will outline the steps the LA has taken to try to adjust to the changing world. The Library Association is by no means the only association to undertake this exercise. The Library Association of Australia was conducting a similar review at almost the same time and we were able to draw on each other's experience.

Council members and staff of the Library Association involved in its education role had become concerned that its policies were in danger of becoming outmoded. In 1983 a Working Party on Manpower Forecasting pointed out the growing trend for a proportion of the output of library schools to go into areas of information-related work not traditionally regarded as librarianship. It recommended that the Register of Chartered Members, i.e. those professionally qualified by the Library Association, should be increased to embrace those whose 'information-related' education, training and skills do not lie in librarianship.¹

LA Council accepted this view in principle, but was not yet ready to do more. Philip Whiteman, the Chairman of the Education Committee and Kate Wood, the Education Secretary, wrote a further discussion paper on the education policies of the Association and recommended that "A programme of decision making should be adopted by Council with a view to ensuring that, not later than 1984, a comprehensive policy, based on objectives, is evolved for the Association: a policy on which it can act effectively to the end of the century".²

When debating this paper in January 1984, Council realised at last that fine words were not enough and action was needed. So, in the typical manner of professional organisations, they set up a Working Party, which became known as the Futures Working Party of which I became Chairman. Our terms of reference were "to consider the scope and future manpower requirements of the library and information community; the implications for the policies of the Association, including education; the ways of expanding membership". We were being asked to examine the future development of the Library Association in the context of change in the library and information world and propose what steps should be taken to ensure its continuing relevance to the profession.

We were asked to report back within a year, but it soon became clear to us that our first report could only be an interim one.³ The main recommendation was that the LA should promote a relaxation of barriers between disciplines within the library and information community and that it should take an active crusading role on behalf of the importance of information skills. It proposed a much wider membership base and a number of structural changes to make the Association more hospitable to information workers outside the traditional spheres. The proposals which caused the most controversy were those revising the qualification structure for attaining Chartered Membership of the Association.

Council endorsed the principles embodied in the interim report and asked the Working Party to use it as a basis for consultation with the members before producing a final report. We thus embarked on what proved to be the biggest consultation exercise in the Association's history.

Our membership has often been accused of apathy, but on this occasion we raised issues and made proposals which touched their collective nerve and we had a considerable response, attending 50

meetings of members and receiving 150 letters from individuals and a further 100 from organisations. At a conservative estimate about 3,000 members were involved in the consultative exercise one way or another. As a result we amended many of our original proposals, but the major principle of our first report, that the membership of the Association should be widened and that changes should be introduced to make this possible, received general support.

In November 1985 we represented our Final Report to Council.⁴ It had 43 recommendations, the most important of which can be summarised as follows:-

The Association should widen its membership base and seek to unite all those engaged or interested in library and information work. It should launch a recruitment drive aimed at specific target groups and at all levels of staff, including technicians, para-professionals and non-professional staff.

It should adopt new objectives and functions.

It should ensure that its policies, activities and services are relevant and beneficial to members and potential members.

The qualification structure should be revised and simplified.

A high priority should be given to the provision of continuing education programmes.

There should be a number of changes to the internal structure of The Association with increased opportunities for participation by members.

It should change its name to reflect the new direction, the proposed new name was "The library and Information Association".

The process of change in the Library Association is long and cumbersome. The recommendations first needed the approval of Council, then a new Royal Charter and revised bye-laws would be needed and they had to be approved by Privy Council. Finally, this required the approval of the members in general meeting.

In the event, all the recommendations were agreed by Council, except those which changed its own composition. The new Charter and by-laws were approved by the members, except for the change of name, which was defeated in a postal ballot of the members. The complex exercise of drafting the new Charter and bye-laws was performed with great skill by LA staff.

It was inevitable after the Annual General Meeting in September 1986 that many members believed that the issue was settled and that the job was complete. In fact, lengthy though the process of getting our proposals over the various hurdles was, it was only the beginning. New bye-laws are meaningless if they are not put into effect and if the spirit for change they represent is not carried on through the Association's work. The problem we now face is how to maintain the momentum. Well established organisations tend to have conservative leanings and the Library Association is no exception. In addition, the process of change is cumbersome, slowed down by the bureaucracy of committees and the need to allow members to participate in decision making. So what should our priorities be in trying to maintain the momentum for change? I will suggest some which may have a wider application than just the Library Association.

We need to place a high priority on trying to unite the profession. In many countries separate organisations have been established reflecting different arms of the profession and they have often developed on divergent lines. Recent changes have demonstrated that the common interests of librarians and information workers are greater than the differences and the need for a united profession has never been more urgent. Inevitably, separate organisations view each other with some suspicion and the process of bringing them together will be a lengthy and sensitive one. We can work towards it with joint conferences and meetings, co-ordinating bodies, joint policy initiatives and approaches to government. Professional unity may at times seem a distant goal, but it is well worth striving for.

We should examine how we allocate our resources. If change is to be effective new directions and services will be required to reflect the needs and interests of new members. A massive increase in money is unlikely to be available at least in the short term. We must examine our traditional activities to determine whether they should retain their existing priority. To implement change we need to re-order our resources and this will demand sensitive management.

When we have completed these steps the stage is set for recruitment. Potential members need to be made aware of what the professional body can do for them and this requires a well targeted marketing and recruitment drive, both within traditional areas of librarianship and in the developing information units. In developing the Association's activities and policies we must always remember that members can only be earned and retained by the demonstrable relevance and effectiveness of those activities and policies.

Continuing education is a key area. The need is clear to members and their employers and a professional association which does not develop a vigorous continuing education policy will be found wanting. I

quote a discussion paper presented to the Board of Education of the Library Association of Australia. "In librarianship, as in other practical fields, the knowledge/skills base is subject to substantial and rapid change. Simply topping up and extending 'once-off' courses is to fail to come to grips with the essential problem ... The extension/updating mechanism should therefore be such as to encourage and support individuals in keeping up to date on their own initiative. Professional responsibility in this matter lies primarily with the professional association rather than with the schools of librarianship".⁵

We must ensure that the organisation remains flexible and hospitable to new groups with clear opportunities for them to participate directly in its affairs and policy making. An organisation which appears remote and rigid and without meaningful commitment to participation has little hope of attracting new members or retaining existing ones. We need to guard against the professional association being regarded as a distant bureaucracy.

The challenge facing library associations is to become responsive and hospitable to the new information world without losing the support of those working in more traditional areas. If we are unable to meet the challenge, our professional associations will become increasingly irrelevant and without influence. Such a situation would be harmful to the needs of librarians, of libraries and ultimately of the users.

1. THE LIBRARY ASSOCIATION. Joint Working Party on Manpower Forecasting. Report, 1982.
2. THE LIBRARY ASSOCIATION. Education Committee. Education policy of the Association: a discussion paper. 1983.
3. THE LIBRARY ASSOCIATION. Report of the Futures Working Party. 1984.
4. THE LIBRARY ASSOCIATION. The Final report of the Futures Working Party. 1985.
5. LIBRARY ASSOCIATION OF AUSTRALIA. Discussion paper on extended library education courses. 1983.

30-RTMLA-1/ROTNAC-2-E

CENTRALIZED LIBRARY SERVICE

Jan Gumpert *Managing Director, Bibliotekstjänst AB, LUND, Sweden*

The national library service centers (hereafter referred to, for the sake of simplicity, as library bureaus) which now exist in a growing number of countries, particularly in Europe, have all developed in a natural way as a result of the well-known need of public libraries to operate more efficiently and to cut costs. The initiative to establish these library bureaus has in many cases come from library associations; in other cases, it has been the result of investigations and proposals by governmental library agencies. It is perfectly natural that small countries such as the Scandinavian ones, with their well-developed public library systems, uniform classification and cataloging rules, and generally good infrastructure, should have been among the first to establish a centralized library service. Sweden and Denmark took the lead and by the 1930s the groundwork had been laid for what was later to become Bibliotekstjänst in Lund and Bibliotekscentralen in Copenhagen. Since the Second World War library bureaus have been built up in such countries as Norway, Finland, West Germany, Holland and Belgium, to mention just the most active ROTNAC members. Today ROTNAC (Round Table of National Centres for Library Service) numbers among its members just over ten countries. The chairman of ROTNAC, Dick Reumer, has already talked about ROTNAC at the opening meeting of the Division of Public Libraries, and he will have more to say on the subject at a post seminar in London. Walter de Ceuster, director of VBC (Vlaamse Bibliotheek Centrale in Antwerp), is going to speak about that organization, which this year celebrates its 10th anniversary. A presentation of a number of ROTNAC members is also included in the special issue of *ROTNAC News* that has been published for this congress. In addition to all this, there exists a sizeable amount of printed matter dealing with the organization of each member country's bureau.

Therefore I shall not go into detail in this speech regarding the structure and range of services of each organization but rather attempt to shed light on the various solutions that exist concerning the aims, organization, owner relationships, and choice of product and service areas. I shall also attempt to present some views, based on many years' experience, regarding the advantages and disadvantages of a centralized library service.

I believe that the aim of all centralized library service is the same, namely that such service shall mean reductions in cost and better service to customers, that is to the libraries, and also improvements in the quality of the materials and services that libraries offer to the public. This is especially apparent in the bibliographic sector. It goes without saying that centralized cataloging and catalog card production involve both large savings and a guarantee for high bibliographic standards. Swedish figures show that several millions of crowns are annually saved through centralized service in this area. A centralized production of forms as well as catalogs, bibliographies and other bibliographic aids also means savings and greater efficiency. A problem for library bureaus when it comes to producing PR and publicity materials for library use is to find a level appropriate to the majority of libraries—a sort of average level, in other words. Another area in which centralized service has shown itself to be advantageous to the libraries has to do with the books themselves. In order to be circulated, they need to be equipped with call numbers, bookcards, book pockets and, more recently, bar-coded labels for automated circulation. Moreover, publisher's bindings need in many cases to be strengthened or rebound in order to stand frequent borrowing and sometimes even rough treatment at the hands of borrowers. This is particularly true of children's literature. Doing all of these things centrally brings great benefits, and if these activities are combined with a centralized purchasing channel, the dividends can be even greater. This type of service is well developed in the Scandinavian countries as well as at EKZ in West Germany and NBLC in Holland. In some cases, the distribution of books is carried out in cooperation with booksellers; in other cases, the books are sent directly to the libraries without the assistance of the local bookseller.

It is important for libraries to have an idea of what is being published, particularly in their own country. However, only a small portion of all books are given a review in the daily press or in specialist journals, and publisher's advertising does not always give a clear indication of a book's quality. Therefore it is a matter of course that several library bureaus should have established a review service which with the help of in-house and freelance specialists provides reviews of forthcoming literature that are as objective and neutral as possible.

What has been said here regarding books is also true of other media such as records, music cassettes and, more recently, videos. Here, too, it is a question of putting the materials in order for library use, cataloging them, and in some cases even producing a review. A centralized service can also serve an important purpose in this area.

All that I have said up to this point has dealt with the bibliographic aspects of centralized library service. But a specialized service has shown itself to be of value even with regard to library interiors and furnishings—especially in smaller countries, where the furniture industry does not find the library market interesting enough to warrant making the efforts required to develop such special library products as card catalogs, circulation desks, book trolleys, etc. The same is to some extent true of the development and production of modern shelving systems, where greater demands for durability and flexibility are made in a library than in a home environment. Even when it comes to library materials such as bookends, display stands, equipment for the care and preservation of books, etc., there is a need for specialization which is not always available on the general market. Therefore it is not surprising that the library bureaus of certain countries have built up a service aimed at satisfying the libraries' needs and desires. In West Germany as well as Denmark and Sweden this area of library service has become quite extensive, and this development has resulted in a growing export to other countries.

It would perhaps be interesting, now, to take a closer look at the central library bureaus of various countries from the organizational and ownership point of view. A common feature is that close cooperation with the country's library association is taken for granted. It would be impossible to operate a central library bureau in an effective way without such natural cooperation. Many impulses and ideas worth developing are put forth, quite naturally, by the libraries themselves often via the library association. In Holland the library association and the library bureau are almost totally integrated. In Sweden the library association is Bibliotekstjänst's principal owner and in Finland there is the same sort of relationship with regard to Kirjastopalvelu. The federal states of West Germany and a number of cities there are among the owners of EKZ, and in Norway the library bureau is owned by the local authorities. The organizational form chosen in Denmark was that of the foundation, and the influence of the libraries and the local authorities is not exercised directly through ownership but through the make-up of the board. In some countries the activities of the library bureau, particularly in the bibliographic sphere, are given direct financial support by the government. In Sweden, which does not have a library law, it is the local authorities that bear the responsibility for the public libraries, and governmental

influence is strictly limited. Nor does Bibliotekstjänst enjoy any economic support worth mentioning. The same is true of a number of countries: the library bureaus there must operate on a strictly commercial basis in order to survive and continue to develop. All of the library bureaus are of course in principle supposed to be non-profit organizations, but this is only partially true. In order to provide security for their employees, strengthen their own finances, and create opportunities for developing new products and services, they have to conduct business so that a profit is achieved, even if making as large a profit as possible can never be the main goal. It is sometimes felt that the library bureaus lead a secure and comfortable life in a monopoly situation in which the libraries are compelled to utilize their services whether they choose to or not. Nothing could be more erroneous. In most countries competition is rather keen, particularly in the area of library interior design, but also when it comes to supplying books. In several places private companies have been started with the aim of directly competing with the existing library bureau. In some cases, it may be the booksellers' association that is behind these attempts in others, it is simply a question of business-minded librarians trying their luck. I see nothing wrong in this. On the contrary, such competition is useful: it sharpens demands and increases efficiency at the central library bureau. However, it can sometimes be felt to be unfair, and that happens when the libraries demand that their own organization provide a far-reaching service and a wide range of products and services but do not require the same of competing companies. It is then far too easy for the latter to take the plums. The strength of the national library bureaus lies, however, in the opportunities they have for close cooperation with the libraries and library associations and in the fact that they make it possible for libraries to purchase all services and products in an efficient manner from one and the same source.

Up to now I have spoken mainly of the service that a central organization can offer in the bibliographical area as regards cataloging, the production of catalog cards, the publishing of bibliographies, professional literature, etc., as well as the supplying of various kinds of media. I have also touched upon the importance of centralized service for the design of library interiors and the supplying of furnishings. An area that should also be dealt with here is computer technology and its application in the library. As institutions engaged in the recording and circulation of literature, libraries ought, of course, to possess the ideal prerequisites for using computer technology. An obviously the central library bureaus should take the lead in the development of both central and local ADP-based library systems. The fact that this has happened to only a limited extent can be attributed to a number of factors. First of all, for many years there existed in the library world a considerable scepticism regarding computer technology, a fear that computerization would lead to staff reductions, a fear of winding up in a far too sterile and mechanical environment, and a fear that a far-reaching recording of lending data would entail a threat to personal integrity. This stage has now been passed, and today libraries have an almost enthusiastic attitude towards the possibilities offered by computer technology, especially with regard to information. It has also turned out that the introduction of automated systems has not resulted in cuts in personnel. Instead, libraries have been able to provide better service to users, to achieve a better utilization of their resources and, in some cases, to have longer opening hours without having to increase staff loads in several areas. For the library bureaus, the chief obstacle to getting involved in library automation has been the question of financing. The development of automated library systems involves extremely large investments, and only in a few isolated cases – Sweden, for example – has this occurred. The library market has instead been opened up to a number of computer firms that offer a variety of local library systems. These systems are seldom able to communicate with one another and the uniformity which has characterized the public libraries of a country runs the risk of being destroyed, thus impairing the chances for cooperation. I should like to throw some light on this development by pointing to the situation in Sweden. Bibliotekstjänst got involved in automation early and by the beginning of the 70s was in a position to offer libraries computer-based solutions to acquisitions, cataloging, and circulation control. The libraries that joined the system got their entire bookstocks updated and registered in a central database at Bibliotekstjänst. Today this database contains over one million titles, representing holdings of about fifteen million volumes. Through having equipped all of the books it has sold since the middle of the 70s with a bar-coded label that can be read with a light pen, Bibliotekstjänst has made the transition to its automated library system easier with regard to both cataloging and circulation control. Today about 80 of the country's 284 local authorities use this centralized automated library system to one extent or another. The central database, which can be searched online and which provides not only bibliographic information but also information regarding

locations (which library has a particular title, where it is shelved within the library system in question, whether or not it is checked out) is very important for libraries. It provides bibliographic support and it can make interlibrary lending easier. It has, however, not been possible for Bibliotekstjänst to develop a local automated library system of its own, which means that libraries are compelled to choose other suppliers should they require a local system or wish to change from a centralized system to a local one. In that case it is to be hoped that they will insist that their suppliers make it technically possible for them to communicate with the central database. Another possibility is that of decentralized registration of bibliographic data in the central database, that is to say, allowing libraries with qualified catalogers to assume the responsibility for registering their own recent acquisitions. I have made this rather long digression knowing that other library bureaus are building up or planning to build up central databases. I only wish to point to the importance of securing, in so far as it is possible, communications between these databases and the local systems that libraries may have become involved in.

Finally, a few words about the advantages and disadvantages of a national central service organization within the library sector. I hope that what I have said up to now has made it clear that well-organized central library service can mean a great deal to libraries. If the service were not of importance, libraries would not use it, and it would gradually be discontinued. This has not yet happened in any country. On the contrary, it would appear that the library bureaus have grown stronger and more important and have become involved in a wider field of activities. There is, however, a latent danger that a successful service institution will become so impressed with itself that it will lose interest and the ability to listen to its customers. This is a common phenomenon in all spheres of activity. It is corrected to some extent by the existence or fear of competition. Only if products and services maintain a high standard can success be achieved. It has also been said that the more efficiently a library bureau functions, the more it is utilized by libraries. But the more libraries make use of it, the more tied to it they become – something which they dislike in the end. I believe that both of these situations can best be dealt with through regular contacts with libraries, a continuous dialog, and a willingness to listen to one another.

I hope that this talk will serve to stimulate new countries to start some form of centralized library service. We, the members of ROTNAC, see it as one of our tasks to assist with practical advice and ideas based on our many years of experience. As you have seen, there is no one formula for building up a centralized service, regardless of whether or not it is a question of organizational form, owner structure, or range of products and services. You are heartily welcome to join us.

31-RTMLA-2/ROTNAC-3-E

CENTRALIZED SERVICES FOR LIBRARIES

W. De Ceuster, *Director, Library Centre of Flanders, Belgium*

CENTRALIZED SERVICES

Central service for libraries consists of those activities which comprise or should comprise, the actual basic tasks of every library, but which are carried out nationally for the sake of improving quality and efficiency.¹

In other words, services intended to promote the quality of the library work and to save time and money, and – this is very important – to improve the joy of labour for the library workers relieving the librarians of the dull routine work.

An example: Every library buys books, periodicals and other information materials. This means that a booktitle is bought in many copies in many libraries. In each library there is an employee making the catalogue card in his characteristic manner.

May be, it should be better to let produce the catalogue card by one high qualified librarian (one of the best in the country in the field of the booktitle description), and to distribute printed catalogue cards among the libraries.

With this system we have just to make "one" booktitle description instead of hundred times again for the same book!

Thus, centralized services provide materials to support libraries in carrying out different basic tasks:

- acquisition, storage, retrieval and processing of books and of other information materials;

- lending information materials;
- provision of facilities for consulting information materials on the spot;
- providing users, both individually and in groups, with information from and on information materials;
- helping users, both individually and in groups to identify and define their information requirements and to offer them guidance in the search for and the selection of information materials.

This list is not complete, but further items will be added.

The work of a centre for library services with an extensive range of services contains three main tasks:

1. Bibliographical services;
2. Library supply services;
3. Advisory service.

Looking at the centres in the different countries in Europe, we can recognize these three kinds of library services, but in each centre with different accents.

The accent depends on the tradition in the national library work and on the difference in culture, the difference in library system and in library policy.

However, centralized services for libraries aim to:

- save time and money;
- obviate time-consuming routine work;
- provide services not undertaken commercially;
- help in the improvement of library provision and the conditions under which such provisions are carried out;
- improve the quality and range of library supply services;
- provide services cheaper, or at competitive prices.

To reach those aims a central service has to pay attention to the economic use of money, to the staff and to the library system of the country to which the centre belongs.

Staff

- better use of professional staff by saving staff-time through centralisation of technical services. Staff-time will then be devoted to real professional duties and research;
- availability of highly qualified staff, specialized in various fields;
- possibility to fulfil many tasks which up till then were hardly possible.

Improvement of the library system

- strengthening and improving of library work and help to improve the library system;
- uniformity of basic services with flexibility for specific needs of each service point;
- help to mutual library cooperation;
- furtherance of the communication between the different types of libraries;
- help to guarantee the uniformity and to adapt the standards.

WHAT TYPES OF LIBRARIES HAVE TO BE ATTENDED TO?

Generally we may say that central service should be aimed to all types library work.

The following types have to be considered: public libraries, school libraries, national libraries, heritage collections, research libraries, libraries of the Ministries, libraries and institutions with special aims, and also archives, sometimes closely connected to the library work.

The way in which this wide range will be realized, depends on the situation in the country and the prevailing culture policy.

In most of the national centres in Europe, absolute priority is given to the public libraries and the school libraries.

The following motives are taken into consideration:

- schools and library work are an essential part of the education of the people;
- dissemination of the library work over the whole country and at all levels of society is essential;
- public libraries and school libraries are larger in quantity than the other library types. In this time of economic crises there is a shortage of finances. Therefore it is the best to give priority to public libraries and school libraries disseminating the initial costs of setting up the centre over a big number of libraries from the beginning.

WHICH CONCRETE ACTIVITIES COULD BE SET UP THROUGH A LIBRARY CENTRE?

Making a survey of the services of the existing library centres in Europe, it is remarkable that there is a great consensus of opinion about the kind of activities who should be centralized. Central activities mostly developed are the following:

1. Centralized cataloguing

One of the most time-absorbing and expertise demanding activities is cataloguing. It is no wonder that in general this activity is one of the most wanted central services, connected to a centralized cataloguing of all libraries which order these cards.

2. Centralized acquisition

This service includes the acquisition of books and audiovisual materials and the provision of information and advice on new publications. Connected with this acquisition activity most of the existing national centres are working as purchasing centres.

The books are directly bought from the publishers, processed by the centre in a strong and attractive library binding, and delivered to the libraries, ready for loan.

Central service in this field influences the quality of the book selection. It is clear that the central processing of books in a large number and at one place, saves time and money, and relieves librarians of dull routine works.

3. Bibliographical and indexing services

Besides centralized acquisition there is a need of a centralized service of bibliographical aid, such as annotated booklists, bookreviews, selected reference lists, monographs and bibliographies, as soon as possible, helping the librarians and the library users, both individually and in groups, based on short information times and rationality.

4. Book and library promotion

Book and library promotion campaigns are very expensive. Certainly when a library has to do it on its own.

Through central organizing of bookweeks, exhibitions in cooperation with the publishers and the national education institutions, reading and library use may be stimulated.

The materials (posters, and other publicity materials have to be produced centrally to disseminate the initial costs (lay-out, type-setting, printing, etc.) producing larger quantities.

5. Publishing and printing activities

This department produces library literature, manuals, newsletters and booklets with subjects as standards, library science, tips for library work, and provision of information aimed at users of various categories, especially for adult literacy campaigns and campaigns for disabled people, reprints of press clippings, materials for the blind, etc.

These activities are not done by private commercial firms. They have no interest in non-profit business.

In some countries, for instance in the Netherlands, books are printed in several languages of immigrated people, by the national library supply centre.

6. Library furniture and equipment

Central service is necessary regarding information and advice in the field of library furniture and equipment.

For that purpose a central documentation system of all materials and publications which are present on the market, will be a good help for the librarians. Certainly when the information is given about the production preferably in the country.

Some centres make joint ventures with manufacturers, other centres are producing their own library furniture or work as an agent selling furniture. Through a showroom, traveling exhibitions, dissemination of documentation among the libraries and a selected and adapted offer can be made.

The same applies to library supplies as technical library materials, bookmarks, bookplastic, stickers, filing systems, book repair materials, labels and signs for library use, etc.

By central producing, costs can be saved and the work can qualitatively be improved.

But keep in mind: "The offer of library supply materials should keep pace with the offer of the remaining central services as mentioned before and should be keep pace with the national and international library standards".

7. Advisory and consultant services - central training for library staff

All the centres in Europe provide librarians with advisory and consultant services, both in connection with the specific services of the centre and with the library work in general.

Although training does not belong to the group of activities that comes under central service.

In some of the European countries the training for library staff is expressed on organizing workshops and seminars in which experts of the library association and other institutions are involved.

8. Central database and automation services

In some countries the automation service is part of the centralized service. In other countries it is the task of the Ministry-department responsible for the national library system.

In an integrated automatized library system there are local functions and regional functions. Connection with the central service of the book purchasing and the central cataloguing service is, without doubt, highly recommended.

The same concerning the documentation of articles in periodicals, newspapers and organs of opinion.

9. Sundries

In the view of saving time and money and/or improving the library system even more activities are to be considered as centralized services:

- rebinding and repair of old books;
- stencil and offset services;
- improvement of readers habits;
- production of books in braille and talking books;
- reviews of foreign novels;
- etc.

(Further items may be added to this list).

GOVERNING BODY

The right form of the supervision and management of a central service depends on the situation of every individual country. Generally, a separate body is preferred, which can completely dedicate itself to central service. It can be a separate state body, a state company or an already existing library board. In other cases preference will be given to a private statutory body with representation from the library association and/or the government.

It is recommended to give the management of the central service in the hands of the library association. However, strong representation of the library association on the board is considered desirable.

Proliferation of new bodies, each with a special task in the field of centralized services, or sharing of responsibilities, would be a big mistake.

Centralised services are to be under the responsibility of one organisation with adequate initial resources and visualised as a non-profit-making company. This means that profits are put back into the company to develop new activities. In Sweden and in West-Germany the national library centres are limited companies. There is a little difference, "Bibliotekstjänst" is owned by the library association, the shares of "die Einkaufszentrale für öffentliche Bibliotheken" are possessed by some government departments and of towns.

The members of the board of the Swedish library centre are nominated by the library association which keeps 100% of the shares. One of the nominated members must be representative of the national board of education.

The board of the German library centre consists of representatives of the shareholders. Some are officials of the civil service and the library service. One member on the board represents the book trade. But all members are nominated by the shareholders.

In the Netherlands the governing body consists of persons representing the membership groups: the member libraries, the professional members and the interested members outside these groups. In tradition a librarian is chosen as president or vice-president.

In Flanders, the members of the board are representing the different ideological and political library associations.

But always the centres are independent organisations, making their own decisions, in the strong relationship with the librarians and working on a non-profit base.

Through the close contacts with libraries and librarians, the centre has to be an integral part of the library system as a whole.

FINANCE

Central service should be organized on the non-profit principle. That means that all direct and indirect costs are on the customers, including desired investments and reserves for the continuity and quality improvement of the service. A profit can never go to private persons, but is to put back in the organisation.

The initial capital can come from shares or from the state (subsidies). To be considered as possible shareholders:

- the library association;
- the state;
- the local authorities (districts, towns, ...);
- education organisations.

Another possibility is a loan from the library association.

Other financial incomes should come from:

- membership fees;
- sales of materials and services;

- gifts from organisations of national development funds;
- sponsoring from firms;
- yearly grants from the state for special and important non-profit-making projects.

HOW TO START THE CENTRAL SERVICE

To be able to start a central service it is thought necessary that first the idea of centralized service will be introduced to the government, the library board, employees in the government-departments, through mass media and informal discussions with competent people in the government-departments, and especially to the librarians through the library association, the library board, the national library, the national councils on libraries, etc.

This might also happen through meetings, workshops and seminars, but especially through information in the professional library journals. As soon as the idea of central service is accepted in a wide circle, a small committee should be established by the most powerful professional institution of the country.

Depending on the various situations in every country, these might be various institutions like a department of the government, the library board, etc. There must be a limited number of representatives on this preparatory committee. They should come from all the bodies responsible for the library work.

Particularly, representatives of the library association must be on the committee.

The committee should draw up:

1. an inventory after the needs and the problems;
2. a survey to detail services to libraries already existing;
3. a manpower survey to detail existing personnel and the personnel needed;
4. priority-list of the most important needs;
5. survey of which of these problems can be solved by central service and how;
6. a comparison between the cost and labour-time of these activities, and the cost and labour-time if this is done without central service;
7. a workplan and a proposal for the best managing institution;
8. a list of resources;
9. a survey on how much financial help and by whom will be necessary for the first 3 or 5 years.

The report will be submitted to the institution that has set up the committee. This institution gives it to the library association and all other institutions involved in library work in general for approval.

After this discussion the revised report will be offered to the government as an official proposal.

After the acceptance of the proposals the responsible institution will have to be indicated and after the appointment of personnel the centre can start.

- (1) Central services for libraries: report of the travelling seminar. ROTNAC, 1981. Page 4.
- (2) DEWE, Michael. Library supply agencies in Europe. Page 155.

Application of CD-ROM for online public access catalogues

1. Introduction

After the principle technology of optical disks had been developed and presented to the public the market development of these products started slowly. There are available different sizes of optical disks for different purposes from the big 12 inch disk to the compact disk (CD) and from audio and video disks to ROM (Read-Only-Memory), WORM (Write Once - Read Multiple) disks etc. used for analog or digital storage of audio/video/graphic material or just data in any mixture of the different types. The technical capabilities of this technology for libraries and publishing has been very well seen from the very beginning. Although the first projects in this area started five years ago with the Library of Congress Optical Disk Pilot Program, the Library Cooperations Bibliofile database and other few projects in the world, the market did not expand very much in these early years. In contrary big project schemes like ADONIS as cooperative of a consortium of big publishinghouses have been given up in that time. Maybe ADONIS, which has been restarted last year, will be successful now. The market waited for clearance in hardware, software and mainly standards. The first years showed that a lot of details still had to be solved before big investments which are necessary to establish this technology are done. Nancy Eaton stated in the Electronic and Optical Publishing Review even recently in December 1986 (Vol. 6, No. 4, p. 192): "While optical technology holds great promise for the library and information fields it is in a very early stage of its development". I still agree with this statement but nevertheless since about one year there is to be observed quite considerable change on this market at least in one part: CD-ROM publishing. For the next future it seems to be decided a preferred form of optical technology media: The 10 cm size CD in the version of CD-ROM for publishing and library use. Obviously the CD-ROM preference on the market is due to the fact that "the Compact Audio Disk has been so successful as a consumer product" (Julie Schwerin, Electronic and Optical Publishing Review, Vol. 6, No. 2, p. 99).

1.1 Why CD-ROM for OPAC?

Principally the Read-Only-Memory-Optical-Disk-Technology should be the wrong one for an OPAC, because the principle feature of an OPAC is not only the online access catalogue but online update or at least fast update, too. ROM is a fast access mass storage technology. But the production costs of CD-ROM's are still so high, that high frequency production is not economical. The main solution for high frequency updating in OPAC is the mainframe OPAC. Online updating in a mainframe OPAC combined with the high access rates of an OPAC is something like a hybrid system only working with terrible high investments in hardware and software. But even if online updating in mainframe OPAC's will not be the common solution high frequency updating is much easier than the production of new CD-ROM-editions.

Meeting
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So, why CD-ROM for OPAC? It is clear, that fast updating is a big problem for CD-ROM at all. But on the other hand there are big advantages of the optical storage technology to be used for OPAC production, too. And there are solutions in view for the updating problem. The work station for a CD-ROM unit, PC and CD-ROM drive, became almost as cheap as an intelligent mainframe terminal. In short time the CD-ROM drive will not cost much more than a normal compact disk player which is under 200 \$ in the United States. The minimal hardware needed for CD-ROM-use is a cheap stand alone work station. This type of OPAC does not need a big mainframe with complicated network for access. The simplest version of a CD-ROM OPAC is the distribution of stand alone work stations around the library system. The CD-ROM supply is very easy because the CD-ROM duplication costs are very low. Whenever an additional access point, because of local reasons or increasing access rates is needed, there are installed further work stations without any additional costs for other parts of the system like telecommunication and mainframe. Cheap fast easy online access to big masses of data with relatively high comfort are the features which make optical technology interesting for OPACs, too.

1.2 CD-ROM market for libraries - the environment

The fast development of the CD-ROM market since one year is not yet including the CD-ROM use for library OPAC's. There the statement of Nancy Eaton is still completely valid. As already mentioned the market is becoming more active in electronic publishing mainly in data base production. The quality of software and data preparation used is still very different. But in the meantime there are already excellent products on the market, still some others which do not encourage use of the CD-ROM version. Not only the amount of publications is increasing but the quality, too. In December 1986 the directory of data bases and optical disks published in Electronic and Optical Publishing Review has counted almost 70 publications. In the meantime there are a lot of further newcomers in the market. As other libraries my library is going to introduce regularly some of the CD-ROM data bases and to distribute CD-ROM workstations in those departmental libraries, where the data bases are needed. Some faculties have already decided to replace printed editions by CD-ROM editions. So it looks like a general start of the CD-ROM environment in libraries. A CD-ROM OPAC would only need to be fitted in this new environment and opens new dimensions by combining data base and OPAC use with the same equipment. We will discuss this later on.

1.3 First examples of CD-ROM OPACs

Even without the environment discussed in the last paragraph there have been introduced some few CD-ROM OPACs in practice. I know only two major systems of this kind already existing: the Guelph University in Ontario/Canada, and the Library of the Centre Pompidou in Paris.

The University of Guelph Library in Ontario/Canada, obviously has introduced the first CD-ROM catalogue edition of a major academic library in North America. The new catalogue contains 750,000 bibliographic entries and replaces microfiches that have served as a backup to the library's Geac OPAC. Naturally in the background of a library where the Geac online in computerized library systems have been developed and which therefore is supplied with full mainframe OPAC system the CD-ROM edition cannot serve as OPAC. In other libraries this would already be called something like an OPAC because the data are accessible online from workstations distributed throughout the library. The search software is running on any IBM PC or compatible containing only a single floppy disk drive and a CD-ROM player. The software has been manufactured by RETEACO Inc. of Toronto. The price for the CD-ROM edition is \$ 249.

The first European CD-ROM library catalogue seems to be Lise containing the catalogue of the Bibliotheque Publique de l'Information du Centre George Pompidou in Paris. It is the catalogue of the largest public library of France with 400,000 volumes representing 240,000 bibliographic entries. The CD-ROM is working on any IBM PC or compatible and needs 512 KB main storage but additional a hard disk of 10 MB. The search software is microbases from Batelle. The disk is sold for 4,122 Franc (\$ 650), compared with the Guelph database quite expensive.

2. Technical development, hardware, software and standards

For general use of CD-ROM for OPAC standards are especially needed because most of the libraries do not have the financial resources to pay extra costs for the development of special software and for users it is not very easy always to change retrieval systems when changing the data base. Only "the physical level is already standard, but the applications level will probably never be standard - the applications level covers those features which use various different kinds of conventions, based on the types of products" (Julie Schwerin, *Electronic and Optical Publishing Review*, 1986, Vol. 6, p. 101). It is hoped that at least at the logical level a standard will be achieved e.g. for directories, volume and file sizes etc. which need to be identified and placed in a fixed location. Anyway the SCSI standard for hardware interfaces and High Sierra Standard for the logical and physical data organization have brought considerable progress but these standards are far away to be generally implemented. Sometimes it is even very difficult to get driver software for different hardware combinations. And the whole CD-ROM development is still limited to MS-DOS operating system. It is almost impossible to get UNIX software for CD-ROM use at all. As for the big online hosts it is unrealistic to expect any standard for retrieval systems, even for a standard command language. So librarians as the users have to live with the variety.

The CD-ROM retrieval software originally has been much too slow. The first optical disk retrieval systems in the years 1984/85 recorded response time up to some 10 - 15 minutes. In this part there has been considerable progress in the last two years. Average response time under ten, even under five sec. should belong to a standard today as well as flexible adaption of the user surface. The quality of software is very different. As far as I can see at least in the Federal Republic of Germany there are six software systems only on the market: Microbases from Batelle, BRS, Online (all three from the USA), DATAWARE 2000 (product originally developed in the USA and now sold by a German firm) BCB and CCS (the only in Germany developed products). In the meantime some software products are coming with LAN (Local Area Network) software to extend networking capabilities to optical disk drives. Further, some software is providing multiple users access to one or many CD-ROM disk drives. Some manufacturers have announced but not yet made available software for searching recent acquisitions on harddisk which allows libraries to index and search new titles on harddisk to be updated at frequent intervals by the library itself. This software facility allows regular updates of the online library catalogue between the CD-ROM editions.

The PC usually needs 512 KB to one MB main storage and fast software systems mainly refer to a harddisk, too. A considerable development is to be observed in the area of CD-ROM players, where in the meantime multidrive units of 2, 4, 8 or 16 drives per PC are available. 32 and even 96 drive units are announced, which would then reach a storage capacity of 17 terabytes.

3. The concept

The University of Bielefeld has started a project, which is supported by the Deutsche Forschungsgemeinschaft to introduce a CD-ROM OPAC around the campus. At least in Germany it is the first and therefore the pilot project. It is defined in three phases:

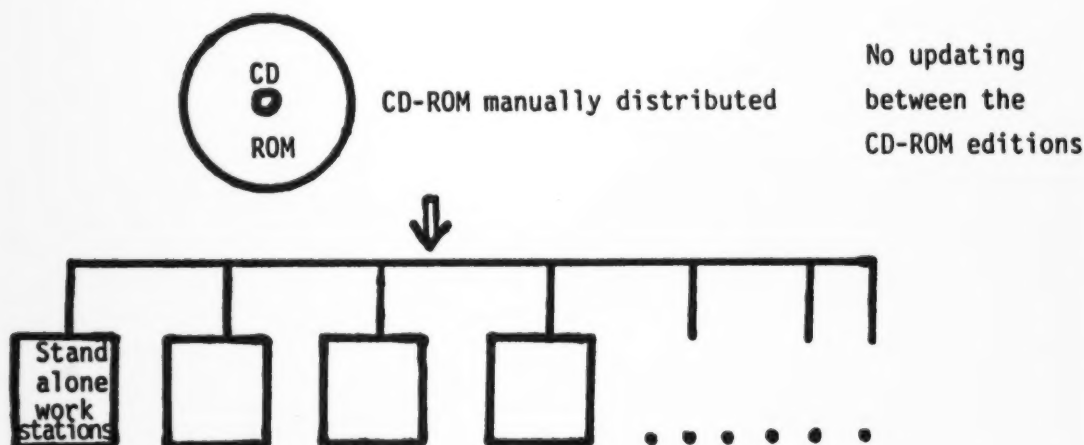
- Adaption of standard software available on the market, development of a general user surface, application of the German standard exchange format for libraries MAB1 as general delivery format of data for CD-ROM preparation and production of CD-ROM.
- Introduction of harddisk updating facilities for new titles
- Multi user access and/or LAN connection

The first phase is now in progress. The 1.5 million title entries of the library are converted to the MAB1 exchange format. In cooperation with other libraries the user surface is going to be defined and will be introduced into the software in the next two months. After further testing of the software and the results of the data conversion the bulk of data will

be converted to CD-ROM format at the beginning of the next year. The data volume needs two disks already with some space left for the additions of the next years. The data should be available completely on one PC. Therefore from the very beginning the access to at least two disk drives from one PC is included. In the first phase according to the present state of the art MS-DOS software for stand alone units is used. The original plans to start with multi user UNIX software had to be given up because the software needed is not yet available.

Table 1

CD-ROM-OPAC Project: Phase 1



The user surface should supply in parallel an expert mode and a menu-guided mode for untrained users. Because the main clients of any OPAC are the normal users, not the trained librarians, the user surface must combine high search comfort with reliable user guidance. The following fields are used as search aspects:

- personal name
- corporate author
- title words
- subject headings
- year of publication
- place of publication
- title of the set (multi volume or series)
- ISBN
- publisher
- circulation number

Further, bibliographic search and subject search are the search modes.

In the second phase of the project the fast updating system on harddisk for new titles between the CD-ROM editions is to be introduced. If only few workstations are needed for the OPAC it can be done by diskettes, produced on a master and manually distributed to the other workstations. If more workstations are needed the updating must be done by data transmission from the mainframe data base or from the master workstation to all workstations (see table 2). As long as the prices are not heavily reduced the CD-ROM production is planned to be annual with weekly updating on harddisk

Table 2

CD-ROM-OPAC Project: Phase 2

Fast updating system

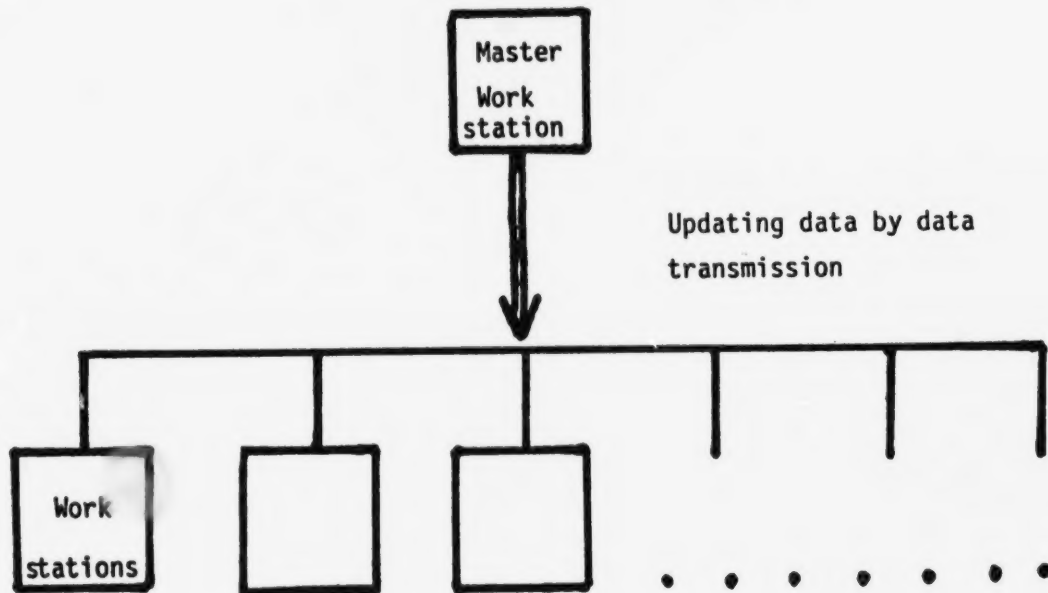
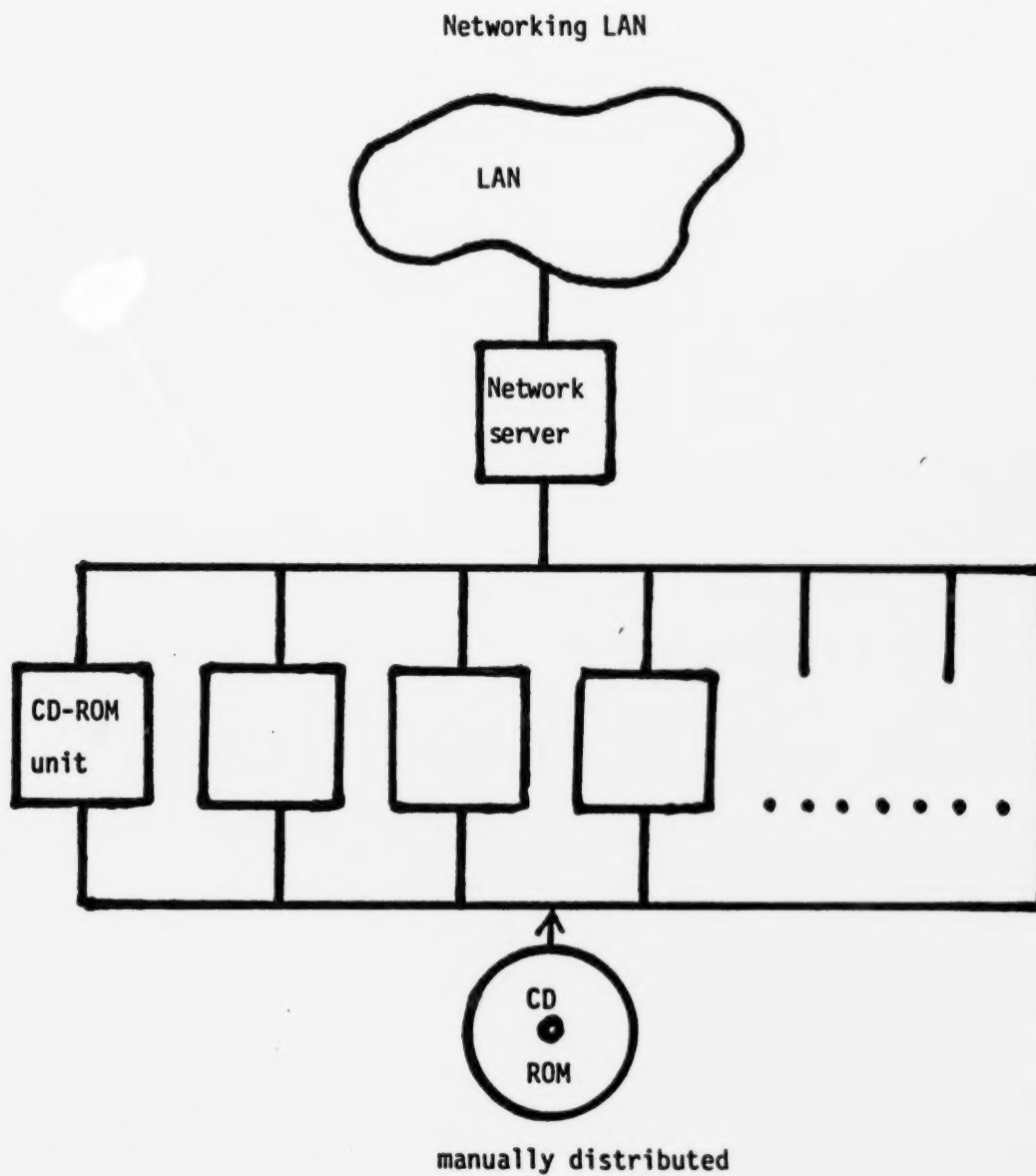


Table 3 shows the ideal situation of a CD-ROM OPAC connected to the local area network. The concept is quite a bit different from phase one and two but a combination of both concepts is possible. On one hand the CD-ROM units could be used as normal stand alone workstations and additionally be accessed via the LAN. The workstations are then controlled by the network server which is connecting any access request from the LAN to any free workstation capacity. Another solution would be to allow access from the LAN only and connect all CD-ROM units to the network as one compact system administered by the network server, too. The advantage of the CD-ROM OPAC even in a network is that for additional access capacities only further CD-ROM units have to be added.

Table 3

CD-ROM-OPAC Project: Phase 3



4. Future development

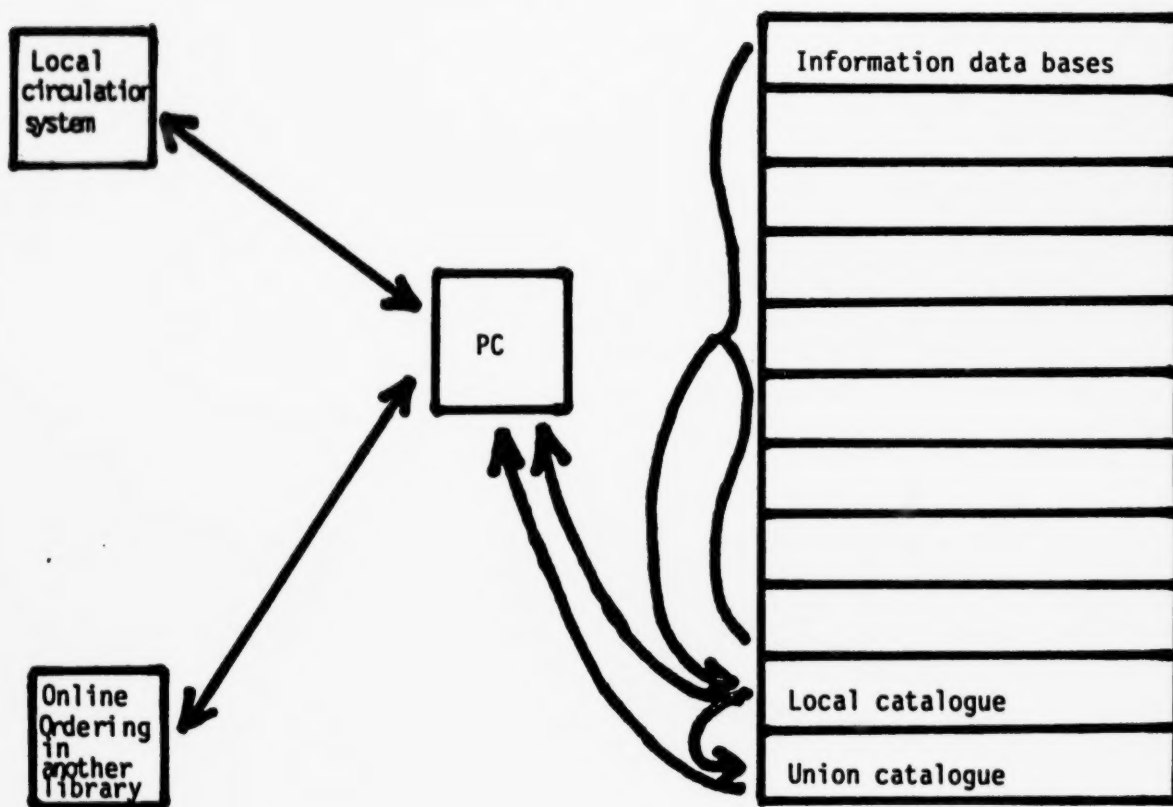
Although a new LAN with fibre cable is just going to be introduced in the University of Bielefeld, it is not yet clear when phase three will be functioning. It will naturally depend on the success of phase one and two. So phase three I should include in future development.

But another use of OPAC can be easily applied when the CD-ROM is ready. This is the combined use of the local catalogue on CD-ROM with all types of bibliographic data bases. Multi drive CD-ROM players are available. Several data bases can be accessed by the same PC and after their use it can be checked if the books needed are available in the library. Therefore the CD-ROM search should allow an immediate switch to the circulation system with automatic connection from the CD-ROM system using its retrieval data. In this way the search for the availability of a book and any other circulation procedure can be combined with the CD-ROM search itself. Further, if union catalogues are available on CD-ROM these can be added too. Local catalogue search and union catalogue search therefore can be combined in one CD-ROM unit. The old dream of librarians could be realized in one PC multi drive CD-ROM workstation: First a search of the bibliographic data needed in information data bases and then the whole location checking in local and union catalogue data bases. The whole system would be complete if online ordering via the PC is attached.

This workstation concept naturally need no longer be located in a library only but in any office or private home. It is only a question of money and prices. (table 4)

Table 4

Complete User work station with CD-ROM-Multidrive



5. Conclusions

The CD-ROM storage technology is opening a lot of new possibilities to the microcomputer use, relatively small and cheap PC workstations can offer almost the whole service of a library except the book themselves. When electronic publishing and document delivery is provided, even the texts can be supplied via the PC. But it will very much depend on the prices of software, hardware and CD-ROMs, how far this technology is spread around. On the other hand the price will depend on the amount of systems sold.

But the whole stands under the condition that there is no new technology coming up on the market until this technology is fully developed.